

# BLM's E-Government and Government Paperwork Elimination Act Interim Strategy

July 2003

This document describes the Bureau of Land Management's (BLM) efforts in the "Expanding Electronic Government" area of the President's Management Agenda (PMA).

Specifically, in this document, the following is discussed:

- the BLM's interim E-Government vision and strategy;
- the relationship between new investments and the *Government Paperwork Elimination Act* (GPEA);
- the new Department of the Interior (DOI) E-Government framework contract; and
- an outlook toward the future.

Because of the uncertainties and rapid changes in this area, this document will be revised and updated on an as-needed basis. In the below narrative, the "what" and "why" of E-Government are described. No attempt is made to discuss the "how" or the "when." Once the outlined actions have occurred, a more detailed tactical plan will be developed. That plan will include input to the Bureau Enterprise Architecture and Workforce Planning efforts. It is believed that these two important downstream efforts will benefit and be significantly driven from the results of the following actions. In the detailed tactical plan, important decisions concerning technical implementation of the E-Government drivers that will result from this document will be outlined. That plan should include:

- relationships to the BLM's Technical Reference Model (TRM),
- existing and future work processes and modifications to the processes that may be required to fully support E-Government (both from internally- and externally-driven perspectives).

When the preceding two issues have been addressed, those results can be incorporated into BLM's Workforce Planning effort. For the reasons described below, it is somewhat premature, in this document, to attempt to predict the changes needed in BLM's workforce.

The changes discussed below will require your support and participation. Program managers must analyze their programs to see what barriers will exist to implementation of E-Government projects, the prioritization of E-Government efforts, establishment of consistent data standards, and citizen and business involvement in the process. Executive-level managers must make sure that staff and resources are available to provide expertise. In short, everybody has a role in making E-Government a success in BLM.

In many ways, BLM is in the same situation as a ship's captain desiring to cross the Atlantic Ocean from New York to Gibraltar. The captain does not know the exact course to take when setting off to arrive at the destination, only that a certain course is required to leave the dock and, in general, once out on the ocean to go easterly. The exact course depends on the strength of the currents and winds. In BLM's case, the exact course depends on available budgets, internal and external priorities, and workforce issues.

The DOI is also beginning to develop a DOI-wide E-Government strategy. While many questions arise concerning the relationship of BLM and DOI in this effort, it is clear we share the same goal of transformation. Below you will see the initial stages described in this journey. As we participate in the DOI effort and BLM Information Technology (IT) investment priorities are changed, more and more details as to how to implement this vision will be developed. But if we can all agree on the need for transformation, then we have left the dock on the journey eastwards.

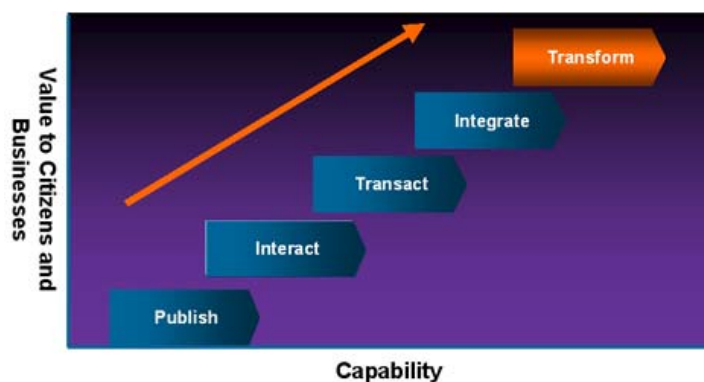
## BLM's E-Government Program and Vision

In FY 2001, the BLM established the E-Government Program to implement a key component of the PMA—Expanding E-Government. While the administrative responsibility for the program is organizationally located in the Business and Fiscal Resources Directorate, the program is actually part of each Directorate and State. Our program manager works for all Assistant Directors, State Directors, and Center Directors.

We want to achieve, on an enterprise basis, the President's vision of allowing customers to do business online, ensuring online privacy and security to build public trust realizing the benefits of increased collaboration at all levels of Government, while addressing the organizational, cultural, and technical challenges ahead. To this end, a website (<http://web.wo.blm.gov/e-gov>) has been established to keep employees informed about recent events. We also wish to participate, where appropriate, in the 24 Governmentwide E-Government Initiatives, known as the "Quicksilver" Initiatives. The DOI is the lead for two of these: Recreation One-Stop and Geospatial One-Stop.

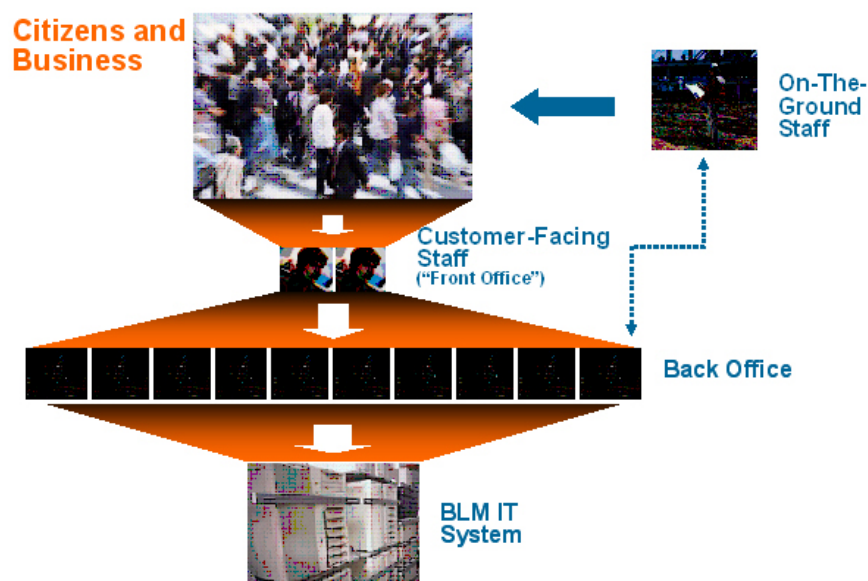
## BLM Service Delivery Transformation From Individual Organizations To An Enterprise

A successful E-Government implementation adds value to citizens and businesses and achieves a basic transformation as shown in the following graphic:

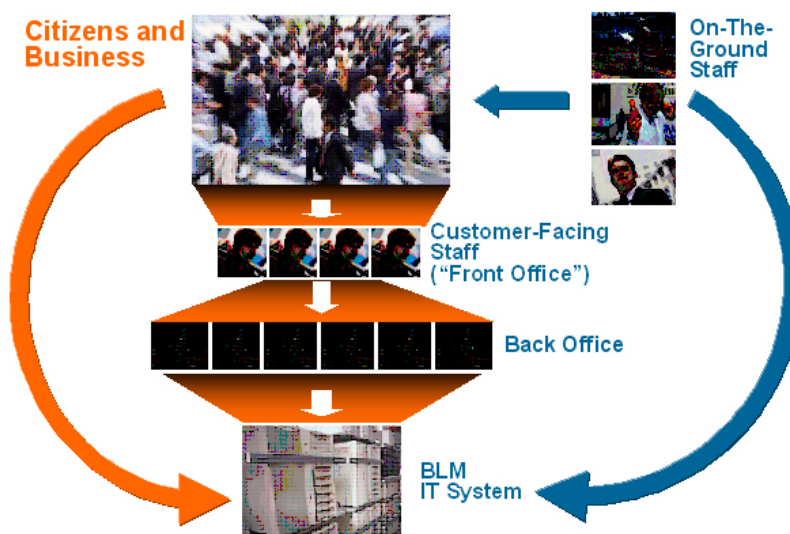


The BLM's websites (see [http://web.wo.blm.gov/e-gov/blm\\_E-Government.htm](http://web.wo.blm.gov/e-gov/blm_E-Government.htm) and Table 1, on page 6 of this document) currently provides a degree of publishing our information. However, there is a lesser amount of interaction with citizens and businesses and an even less amount of transactions. Therefore, BLM is at the left end of the scale, rather than the upper end of the scale. The ultimate goal of E-Government is to provide a transformation in how BLM conducts business and delivers services so that information and services are easy to obtain and use when a citizen, business, or other Governmental agency needs them.

A successful E-Government Program is significantly more than an IT effort. To achieve rapid delivery of information and services requires a transformation of the business of the enterprise not just a new IT system. It is also more than an individual State effort. With the advent of the on-line environment, external parties expect service delivery on a consistent basis across a specific function without regard to organizational boundaries. The following graphic generally illustrates the current manual service delivery process. Citizens and businesses first interact with front-office staff. The front-office staff then interacts with other staff in the "Back Office" who interacts with any necessary automated systems:



After E-Government implementation, citizens and businesses will be interfacing directly with our IT systems as illustrated in the following graphic:



Therefore, it is unreasonable to expect external parties to interact with multiple State-level systems delivering the same service that is organized by an artificial boundary rather than function. This view of service delivery requires a consolidated enterprise approach.

### **This Transformation is Important In BLM To Meet Changing Expectations**

Combined with 25 years of management experience under the *Federal Land Policy and Management Act*, the explosive growth of the Internet and use of PCs in over 40 percent of all homes in the United States, expectations of our employees, citizens, and businesses that do transactions with the BLM have significantly changed. Two of the hallmarks of the Information Age are the universal access to information and "information velocity." Many businesses have realized what makes customers choose one company over another is speed and accessibility of their information (being able to get information at

any time, 24-hours a day, 7 days a week). Customers are simply seeking the best information possible in the fastest possible time. The keystone of success in the Information Age is the ability to add value to outputs by being able to quickly transform data and records into useful information and make that information widely accessible.

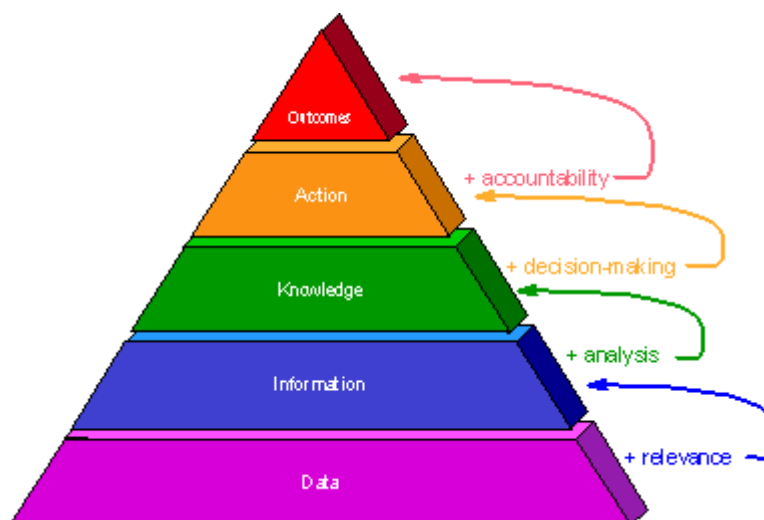
Therefore, organizations that have successfully made the transition to the 21<sup>st</sup> century do not conduct business either internally with their employees or externally with their customers in the same way now than they did before. In the private sector, these trends are being addressed by developing new and/or modified business processes and innovative uses of technology, as organizations recognize that information and services and the speed with which they are delivered are indeed an asset, as well as being able to rapidly adapt to changing business needs. These entities also recognize that they must provide universal electronic access to their business information at such times as their customers need it.

### Information Velocity

Information velocity is a new term of the Information Age. In the late Industrial Age (1970's and 1980's), business cycle times were on the order of 7 years. In the late 1990's, and into the 21<sup>st</sup> century, cycle times for information change are expected to be on the order of 12-18 months. Clearly, the speed of change is accelerating. Information velocity is a measure of how fast data is collected, transformed from data into information, processed by the organization, and action taken to make results available to the public. Information velocity and universal access will be increasingly important factors over the next 5 years.

### Transforming Data Into Valuable Information

The graphic to the right illustrates how successful organizations now add value to information. The successful organization collects its business data and adds relevance to the data to transform it into information. Information is then analyzed to produce knowledge which is then used for decisionmaking, leading to actions. Once accountability is assigned to actions, outcomes are generated by the organization. It is clear that those organizations that view information as a major asset do add substantive value at each step of this process.



To ensure success in the Information Age, we must manage data in a structured way. Data must be collected to a common standard in order to be reliable, current, and relevant. These attributes are the key to sharing, linking, and, ultimately, integrating data and information from various sources to gain knowledge needed to address issues facing the organization. Without consistent data across the enterprise, it will be impossible to efficiently provide on-line services to the public. As our publics (citizens, businesses, and other governments) become more digitally connected, they will expect consistency across organizational boundaries. Consistent data is a step in meeting this expectation.

The BLM collects, analyzes, and records a tremendous amount of both data and information about the public lands and resources, ranging from land title to recreational usage to wildlife habitat. This business

information is of great utility and value to a wide variety of other parties, including public land users; educational institutions; countless public interest groups; other Federal, State, Tribal, and local agencies; and the scientific community. It is estimated that BLM spends about \$250 million annually on data collection.

With valuable information and a high degree of information velocity, BLM can:

- form partnerships to obtain and exchange basic information among agencies at all levels and with other knowledgeable parties (which will reduce costs of repetitive data collection);
- provide information to the public to indicate where and how the agency is achieving its mission (the public's "right-to-know"); and
- collaboratively find and implement creative, lasting and supportable solutions to pressing public issues.

However, a barrier exists to effectively achieve the goals described above. We collect identical data to different standards because:

- few nationwide BLM data standards have been established and followed;
- the more than 50-year evolution of the BLM's legislative mandates and programs, built on top of the additional 150-year history of its predecessor agencies, such as the General Land Office (GLO), caused great variation in the data collected over time;
- data has historically not been viewed as a fundamental corporate asset of the BLM;
- data collection and management have traditionally been a local, field decision; and
- prior to 2000, an enterprise-wide analysis of work processes and information flows had never been done.

Actions over the past 2 years in the data management arena will provide the framework for consistent data. However, over the next few years, efforts must increase in the programmatic areas.

### **BLM's Previous Investments and Change of Portfolio Management Strategy**

One of the methods that the Office of Management and Budget (OMB) is using to grade progress in E-Government and GPEA is the degree to which our investments support enterprise-level services to the citizen rather than focusing on internal tools and efficiencies. In the past, BLM has spent over 62 percent of its IT investment funds in internally focused actions. Table 1 illustrates BLM's existing situation.

**Table 1:**

<b>AD</b>	<b>Project Name</b>	<b>Target User Audience</b>	<b>E-Gov Phase</b>
300	AFMSS e-Commerce Enhancement	External	Transact
300	Remote Data Acquisition for Well Production	External	Transact
600	Nat. Photo Data Base Rehost	External	Interact
600	National Photo Data Base (NPDB) (base)	External	Interact
200	IT Supp. Resource and Minerals LUP (E-Planning)	Internal/External	Interact
200	Rangeland Administration System (RAS)	Internal/External	Interact
200	Rangeland Information System (RIS)	Internal	Publish
200	Wild Horse and Burro Program System (new system)	Internal/External	Interact
300	AFMSS O&M	Internal/External	Transact
300	GCDB/LSIS	Internal/External	Publish
300	LR2000 O&M	Internal/External	Interact
300	NILS	Internal/External	Interact
800	E-Authentication (Smart Cards)	Internal/External	Interact
200	Enterprise GIS	Internal	Interact
200	FORVIS Forest Vegetation Information System	Internal	Interact
200	Native Seed Network	External	Interact

AD	Project Name	Target User Audience	E-Gov Phase
200	Range Improvement System (RIPS)	Internal	Transact
200	Recreation Management Information System (RMIS)	Internal	Transact
200	Timber Sales Information System (TSIS)	Internal	Transact
200	Turbo Nepa Phase 1	Internal	Interact
200	Weeds Data Base	Internal/External	Publish
200	Wild Horse and Burro Program System (O&M, P198)	Internal	Publish
300	Abandoned Mine Information System (AMIS)	Internal	Publish
300	AFMSS Arch. Compliance (next gen)	Internal	Transact
300	AFMSS Field Insp Handheld Implementation	Internal	Transact
300	AFMSS Geothermal Module	Internal	Transact
300	AMLIS Re-Host & Enhancement	Internal	Publish
300	Appraisal Tracking System	Internal	Interact
300	Cashe & Safety Mgt System (CSMS)	Internal	Interact
300	Facility Asset Management System (MAXIMO)	Internal	Interact
300	Immediate Spatial Premier Data Services	Internal	Interact
300	Lawnet Rehost	Internal	Transact
300	National Oil and Gas Lease Sale System	Internal	Transact
300	Nobility - National Implementation	Internal	Interact
300	Reference Theme Serving System (not funded in FY 2003)	Internal	Interact
300	Site Clean-up Data Base	Internal	Interact
500	Electronic Records Management System	Internal	Interact
500	ITIPS	Internal	Interact
500	Project Tracking, Primavera	Internal	Interact
500	System Architect	Internal	Interact
600	National Briefing	Internal	Publish
600	National Mail List System (NMLS)	Internal	Publish
600	Quorum Corr Mgt System (local)	Internal	Interact
700	Distance Learning Tool	Internal	Interact
700	Needs Assessment Training & Validation	Internal	Interact
700	PayCheck	Internal	Transact
700	Proposed Table of Organization	Internal	Interact
700	QuickHire	Internal	Transact
800	Automated Fleet Management System	Internal	Transact
800	Automated Inventory System	Internal	Transact
800	Budget Planning System O&M	Internal	Interact
800	Collections & Billings System	Internal	Transact
800	Cost Management	Internal	Interact
800	Customer Survey	Internal	Interact
800	Director's Tracking System	Internal	Publish
800	Federal Financial System	Internal	Transact
800	Financial Accounting Reporting System	Internal	Publish
800	Financial and Business Management System	Internal	Transact
800	IDEAS BLM In-House	Internal	Transact
800	Investment Module	Internal	Transact
800	Management Information System	Internal	Publish
800	Motor Vehicle Reconciliation	Internal	Transact
800	Performance and Workload Measurement System	Internal	Interact
800	Property Space and Vehicle	Internal	Transact
DOI/500	DOI FOIA Tracking System	Internal	Interact
DOI/700	Accessibility Data Management System	Internal	Interact
DOI/700	EMPX - Employee Express	Internal	Interact
DOI/700	Federal Human Resources Info System Modernization	Internal	Transact
DOI/700	FPPS - Data Mart	Internal	Transact
DOI/700	FPPS - O&M	Internal	Transact
DOI/800	FFS - O&M	Internal	Transact
DOI/800	IDEAS DOI Mandatory	Internal	Transact
DOI/BW	ITIPS (Placeholder)	Internal	Interact
FA	Lawnet O&M	Internal	Interact

**Enterprise Web Sites (not duplicated above)**

AD	Project Name	Target User Audience	E-Gov Phase
200	Recreation Information (recreation.gov)	External	Publish
200	Wild Horse and Burro Adoptions	External	Interact
300	GLO	External	Interact
300	Geocommunicator (General site)/Geospatial One Stop	External	Interact
300	Geocommunicator, Land Survey Information	External	Interact
300	Oil and Gas Post-Lease E-Permitting (AFMSS)	External	Transact
600	BLM Main Home Page	External	Publish
600	Regulation Comments System	External	Interact
600	Volunteer Opportunities and Signup Site (volunteer.gov)	External	Transact
700	Online Job Application System (Quickhire)	External	Transact
BC	BLM National Acquisition Home Page	External	Publish
BC	Online Acquisition	External	Transact
BC	Online Procurement Tools	External	Transact
FA	Geomac (Geospatial Multi-Agency Coordination) Fire	External	Interact
N/A	BLM State/Field Office Websites (estimated at 100)	External	Publish
800	eForms	Internal/External	Transact
N/A	MTPs, HIs, Surveys (see below)	Internal/External	Publish
NSTC	BLM Library	Internal/External	Publish
WY	BLM Sign Shop	Internal/External	Transact
500	BLM National Level Intranet	Internal	Publish
800	Cost Management	Internal	Publish

#### State/Center/FO Specific Websites

N/A	BLM Centers Intranet	External	Publish
N/A	BLM Field Office Internet (unknown number of sites)	External	Publish
N/A	BLM State Office (12) Internet	External	Publish
OR	Oregon/Washington Cadastral Survey Plats	External	Publish
OR	Oregon/Washington MTPs, HIs, Cadastral Surveys	External	Publish
AK	Alaska Land Information System	External	Interact
CA	California On Line Bookstore	External	Transact
AZ	Arizona Cadastral Survey Plats	Internal/External	Publish
AZ	Arizona MTPs, Cadastral Surveys Indexed By T/R	Internal/External	Publish
AK	Alaska MTPs, Cadastral Surveys, Easements	Internal	Publish
N/A	BLM Centers Internet	Internal	Publish
N/A	BLM Field Office (12) Intranet (unknown number of sites)	Internal	Publish
N/A	BLM State Office (12) Intranet	Internal	Publish
NV	Nevada MTPs, His	Internal	Publish

Notes for above table

1. All "infrastructure" related projects in AD-500 have been removed from the above list.
2. Rather than grouping by the more traditional four E-Gov sectors, the projects are categorized as shown. This avoids any controversy about where in the external sectors (citizen, business, or Government) a project falls.

Table 2, below, is a high-level list of BLM's business lines without regard to State jurisdiction. Administrative support and related activities have been removed from the list for length and clarity purposes.

**Table 2:**

Alaska Conveyance & Lands Management

Alaskan Minerals

Annual/Deferred Facilities Operations/Maintenance

Blister Rust Control

Burned Area Rehabilitation

Cadastral Survey

Central Hazardous Materials Site

Challenge Cost Share

Coal Management

Communications Sites Management

Competitive Bid Adoptions

Cooperative Conservation Initiative

Crude Helium Sales

Cultural Resources Management

Fire Preparedness

Fire Suppression Operations

Fisheries Management

Forest Ecosystems Health & Recovery

Forest Management

Forest Pest Control

Forestry Pipeline Restoration Fund

Government Helium Storage

Grasshopper & Mormon Cricket Control

Hazard Management & Resource Restoration

Hazardous Fuels Reduction Oregon

Helium Resources Evaluation



Helium Royalties	Range Improvements
Helium Sales	Range Management
Interior Pipeline Restoration Fund	Recreation Resources Management
Land Acquisition	Refined Helium Sales
Lands & Realty Management	Resource Management Planning
Mining Claim Fee Collection Receipts	Resource Protection & Law Enforcement
Mining Law Administration	Riparian Management
Natural Gas Royalties	Road Maintenance
Natural Resource Damage Assessment (NRDA)	Rural Fire Assistance
Non-Holding Fee Mining Law Reimbursable	Soil, Water, Air Management
Oil & Gas Management	Threatened & Endangered Species Management
Other Mineral Resources Management	Wild Horse & Burro Management
Payment In Lieu of Taxes	Wilderness Management
Private Helium Storage	Wildlife Management
Quarters Maintenance	

As will be discussed further in the “GPEA and BLM” section below, a comparison of tables 1 and 2 indicate that only a limited number of business lines offer electronic services to the public. Therefore, much work needs to be done in this area. Tables 1 and 2 are the first attempt at this kind of analysis. Any comments or corrections are welcome.

Because the thrust and emphasis of the PMA are to deliver services to external parties (citizens, businesses, and other Governmental agencies), it is necessary to change our investment strategy to reorient our investments. This issue was presented to the Executive Leadership Team (ELT) in November 2002, and actions are being put into place with the BLM’s Information Technology Investment Board (ITIB) and BLM’s IT Portfolio Manager’s Council to begin this change. The projects discussed below are BLM’s first attempts to redefine BLM’s portfolio to better support the PMA.

### **What are On-Line Services?**

In the E-Government world, services span the totality of what BLM does in support of its mission. This includes, in conformance with all applicable laws and regulations, making the following electronically available to citizens, businesses, and other Governmental agencies (note that this is not an exhaustive list, just some major examples):

- data;
- our information products (such as maps, documents, analyses, and other products our resource specialists produce), including those that are free and those that must be purchased;
- ability to communicate with BLM and ask questions;
- ability to apply for and obtain natural resource and other land use permits (including payment of necessary fees);
- the procurement and supply of goods and services to the BLM; and
- Federal assistance to BLM partners in State and local governments and non-profit organizations.

Our recent customer surveys have indicated the need for BLM to offer these services. Time and time again, the public is demanding these. Even in remote, isolated areas of the West, BLM’s publics are getting digitally connected. This trend is not going to slow down, but increase over time. E-Government efforts are not restricted to one Administration. The concept of E-Government spans several Administrations and is not a partisan issue. However, it was not until the last 5-7 years that the technology became widespread enough to begin to implement the concept.

Over the next 5-7 years, BLM should apply E-Government principles to both its business processes and its IT investment portfolios so that any transition to externally-based efforts will be less onerous.

During the course of this transition, the following questions need to be addressed:

- What role do States have in enterprise business processes?
- Should business processes re-engineering be accomplished on a programmatic basis or functional basis?
- In what order should services be offered on-line?
- How should the BLM manage the change of culture and cultural resistance?
- How should the BLM obtain funding for these efforts?
- How should the BLM manage existing investments to transition to the E-Government based expectations?
- What work will not be accomplished so that resources can be devoted to this change?
- Is BLM's organization and work appropriate to support E-Government in an effective and efficient manner?

### Quicksilver Initiatives, Other External Governmentwide Systems and BLM

As described above, there are 24 governmentwide E-Government initiatives. We are participants in Recreation One-Stop and Geospatial One-Stop, both of which will affect how BLM conducts business. Of interest in Recreation One-Stop is the ability for the citizens to make on-line recreation reservations. This service, operated and maintained by a third party, is expected to be on-line by September 30, 2004, and the system is expected to support the BLM, National Park Service, Forest Service, and the Corps of Engineers. Others may be added as the procurement process unfolds.

E-Gov Initiatives: Final Selections and Managing Partners			
Government to Citizen		Government to Business	
	Managing Partner		Managing Partner
1. USA Service	GSA	1. Federal Asset Sales	GSA
2. EZ Tax Filing	TREAS	2. Online Rulemaking Management	DOT
3. Online Access for Loans	DoEd	3. Simplified and Unified Tax and Wage Reporting	Treas
4. Recreation One Stop	DOI	4. Consolidated Health Informatics (business case)	HHS
5. Eligibility Assistance Online	Labor	5. Business Compliance One Stop	SBA
		6. International Trade Process Streamlining	DOC
Government to Government		Internal Effectiveness and Efficiency	
	Managing Partner		Managing Partner
1. e-Vital (business case)	SSA	1. e-Training	OPM
2. e-Grants	HHS	2. Recruitment One Stop	OPM
3. Disaster Assistance and Crisis Response	FEMA	3. Enterprise HR Integration	OPM
4. Geospatial Information One Stop	DOI	4. Integrated Acquisition	GSA
5. Wireless Networks	DOJ	5. e-Records Management	NARA
		6. Enterprise Case Management	DOJ
		7. Government-wide Payroll	OPM
Cross-cutting Initiative: e-authentication, managing partner GSA			

We are in the process of determining the linkages between BLM's business lines and these projects. In addition, OMB has mandated use of other new governmentwide systems that are currently under development. Several examples exist. The first is eTravel which is expected to be on-line by December 30, 2003. This is planned to replace all existing travel management systems within the Federal Government. For more information on this project see:

<http://www.whitehouse.gov/omb/egov/internal/etravel.htm>. The second is in the human resources arena. There, they expect to accomplish the following by the end of FY 2006:

- Elimination of paper employee records;
- Enable the electronic transfer of human resources data; and
- Streamline and improve Government-wide reporting.

Efforts like these will impact BLM both from a work process standpoint as well as a budgetary perspective. As information is obtained on these types of projects, it will be posted on BLM's e-gov website.

### **BLM As Part of DOI's E-Government Efforts**

The DOI is also beginning efforts to implement E-Government on a DOI-wide basis. The recreation.gov and volunteer.gov projects are two examples of this. Over the summer of 2003, a strategy for expanding E-Government in the DOI will be developed under contract to the Accenture Company. This is based on the OMB-approved approach of the Forest Service and Department of Energy. The ultimate objective of this effort is to develop an E-Government framework to guide DOI leaders in achieving DOI's E-Government vision and goals. This will cover three main areas:

1. Customer focus for E-Government projects;
2. Internal centers of excellence/best practices; and
3. Portfolio management across Bureaus on a DOI-wide basis.

The contract has a series of deliverables:

- An assessment of the readiness of DOI (including its Bureaus) to conduct E-Government activities;
- Develop and implement a strategic planning methodology;
- Prepare a strategic and tactical plan;
- Develop E-Government governance processes; and
- Develop a communications and marketing strategy and supporting presentation materials.

All of these are to be delivered by September 30, 2003. Some of you may be called on to assist in this effort. Any assistance you can provide to the Accenture effort will ensure that BLM's needs are met and investments capitalized on. As more information is received, it will be posted on the BLM E-Government website. To see an initial Powerpoint presentation, go to [http://web.blm.gov/internal/wo-500/doi/E-Government/DOI\\_E-Government\\_Project\\_Kickoff\\_v2.ppt](http://web.blm.gov/internal/wo-500/doi/E-Government/DOI_E-Government_Project_Kickoff_v2.ppt).

### **GPEA and BLM**

Another facet of this program area concerns BLM's compliance with GPEA. Among other things, GPEA requires that:

- all agencies provide, where practicable, all information and services on line by end of FY 2003;
- electronic records and their electronic signatures are not to be denied legal effect, validity, or enforceability;
- encourages Federal use of a range of electronic signature alternatives.

Some facets of GPEA:

- It is significantly more than simply scanning a form and posting it electronically for distribution to businesses and citizens.
- Citizens printing out an electronic form for further paper processing does not meet GPEA intent.
- The entire work process--from end to end--must be conducted in an automated system.

The GPEA affects all organizations, program areas, and business lines in BLM. The BLM is graded by DOI and OMB on its progress in E-Government and GPEA implementation by a process known as the Scorecard. This Scorecard uses measures of the reduction of burden hours to the public and the raw number of forms converted from paper to electronic delivery and service. As can be seen from tables 1 and 2, the BLM is lacking in this area. It is clear that we will not make the deadline of providing our services on-line by the end of FY 2003.

In fact, in the October 2002 GPEA rating, BLM received a score of “1” (on a scale from 1 to 10) or “red.” As a result, the Director requested an action plan, within a constrained budget environment, to quickly raise BLM’s score. In November 2002, the ELT approved an action plan to achieve the Director’s request. One of the significant decisions was to emphasize an enterprise approach to providing on-line services to our citizens. This action plan included three new multi-year efforts and emphasis on continuing the e-authentication project:

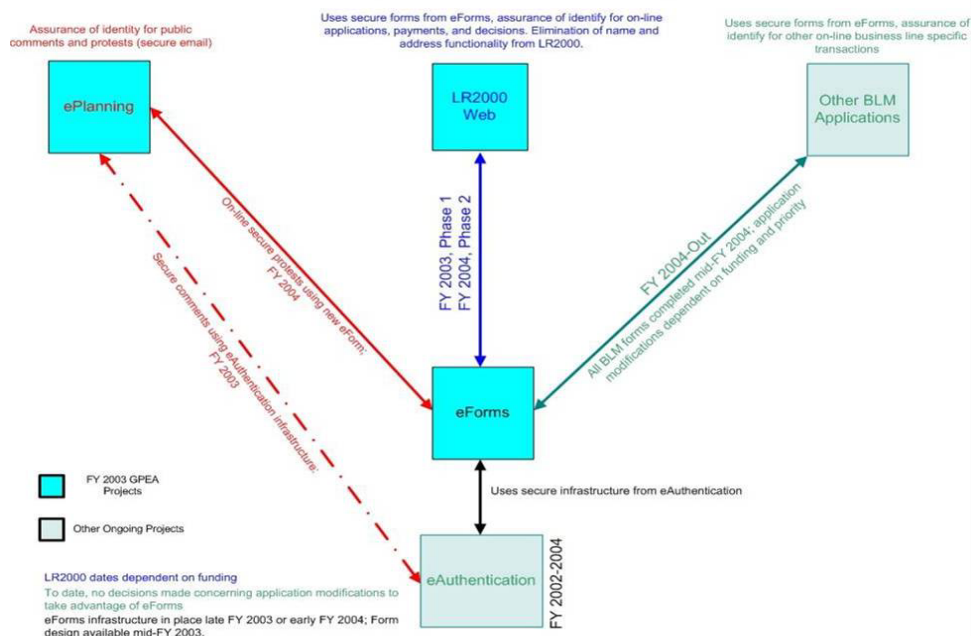
- Enhancement of the ePlanning project;
- Enabling web-based, on-line lands and minerals case applications and payments using LR2000 as the foundation; and
- Conversion of BLM-specific paper-based forms to an electronic format and making the public use forms available on-line and internal use forms available on-line to BLM employees (the “eForms” project). While the term “form” is used in the discussion below, in fact, the data is captured in a data base when a form is filled out for reuse/transfer to other applications (i.e., while the screen will look like a form, it really is only a data entry form). Instruction Memorandum (IM) No. 2003-199 (<http://web.wo.blm.gov/e-gov/library/im2003-199.doc>) establishes the eForms project and form conversion methodology as the BLM standard. This new policy facilitates an enterprise approach to forms availability to the public.

Finally, IM No. 2003-193 (<http://web.wo.blm.gov/e-gov/library/im2003-193.doc>) was recently issued to all WO Group Managers and Center Directors. They must review the sections of the Code of Federal Regulations (CFR) (existing or proposed) that apply to their area and identify those regulations that pose a barrier to or need to be modified to enhance moving our business to an online environment. This is a crucial first action in the move to a digital world.

### **BLM’s GPEA Projects for FY 2003 and FY 2004**

Each of the projects is described below, and the following graphic illustrates the relationships:

### Linkages Between Fiscal Year 2003 Government Paperwork Elimination Act Projects



#### *ePlanning*

E-Gov for Planning and NEPA, or “ePlanning,” is a project that delivers and allows user-initiated manipulation of planning information that consists of fully integrated text with intelligent and interactive maps and map layers. To accomplish this, ePlanning provides automated tools and information technology so that planning teams can easily create these integrated documents while they perform land use planning. Some related goals are to provide a common look and feel for BLM planning documents through enterprise solutions, establish a new and efficient method for public participation in the planning process, create reusable data for processing post-planning actions, and transform land use planning from a project to a process. This establishes a new process for land use planning that yields an openly participative, collaborative, and community-based land use planning system envisioned in the recently revised BLM Planning Manual Section. ePlanning is expected to be implemented enterprise-wide in mid-FY 2004.

#### *LR2000*

LR2000 represents at least 70-80 percent of all case-related transactions that BLM processes. The Land and Resources Project Office (L&RPO) will team with the eForms project to provide web-based permit application, payment, and status services to our customers using the LR2000 system as the foundation. This will enable public users to submit electronic applications, pay application fees and rentals electronically and monitor the status of such transactions. Building off the LR2000 foundation and other work, L&RPO has completed an analysis for rehosting the Automated Lease Management System (ALMS) into an electronic process for permitting rights-of-way and calculating rental fees. The ALMS processes about 24 percent of all cases in LR2000 (about 146,500 cases out of 611,600). It is planned that the ALMS effort will prototype both the business and technical issues surrounding this web-enabled project. It will also provide the “base” for processing other permit types (both lands and minerals) in an interim common use authorization module. Included in this initiative are funds to support the linkage between LR2000 and CBS.

Salient points of the LR2000 initiative are as follows:

*Phase I (2<sup>nd</sup> Half of FY 2003) Requirements, Analysis, Design*

- Work with national program leads and key field users to identify the BLM forms each program will utilize during the various stages of a use authorization workflow process.
- Work with the eForms project to analyze the identified forms and to identify the requirements for designing generic/common application /permit/compliance forms that will serve the needs of the programs.
- Use these identified priorities in the eForms project to orchestrate timely generation of automated application/permit/compliance forms. Electronic forms must allow for screen-fillable data entry (automatic data collection) that will be exportable to appropriate systems.
- Link seamlessly ALMS and LR2000 to the eForms website, allowing customers transparent access ('one-stop shopping') to electronic forms, rather than having to navigate multiple websites.
- Relate the application/permit/compliance form input data to the appropriate data bases, establishing requirements for new data elements and rules for setting and enforcing constraints for data quality control.
- Develop specifications for ALMS use authorization workflow process.
- Add new data fields to the appropriate data bases and modify or add reports as identified by program requirements.
- Utilize e-Authentication project's findings to ensure secure industry-standard data transmission/encryption and electronic signature/authentication for electronic application/permit/fee payment processes.
- Utilize previously gathered ALMS business requirements to develop software specifications and proceed with design, development, and testing of a prototype use authorization module for rights-of-way.

*Phase II (FY 2004)-Complete the design, development, testing and deployment of the E-Gov components in ALMS and apply the functionality to other lands and minerals transactions*

- Work with WO-800 staff so that CBS can communicate with LR2000 so that seamless on-line customer payments of fees can occur, providing for financial support/tracking/customer notification of online payments associated with use authorization workflow module.
- Develop full use authorization tracking capabilities, allowing an applicant/permittee/lessee to check status of applications online.
- Deploy ALMS as E-Gov enabled system, allowing rights-of-way customers to conduct electronic transactions with the BLM.
- Gather requirements for a common use authorization workflow module that would accommodate the lands and minerals actions of other BLM Programs.
- Apply the common E-Gov components of ALMS to other lands and minerals records currently hosted in LR2000.

*e-Forms*

The BLM currently uses about 600 BLM-specific forms in performing its mission. We will begin to deploy forms that are web-based fillable and printable E-Forms with e-signature capabilities in FY 2003 to replace our paper forms process. The forms will be fully e-signature ready and will reduce our process costs associated with internal controls and internal mail, handling and filing associated with these processes. Additionally, many of these forms pass information throughout the processes to other currently manual forms. As we engineer the implementation of these forms, we will automatically move data as necessary to other systems seamlessly as part of our implementation, reducing both labor and the possibility of errors occurring as this data is reused. Forms will take into account the need to be

completed while operating hand-held devices in the field and either wirelessly or through uploads back at the office pass this information to data bases, reducing the need to re-key the data. Priority will be given to those forms that are necessary to successfully support the LR2000 initiative.

This project will provide public access to these forms virtually everywhere around the world. In addition, the Printed Material Distribution Services in Denver will cease printing forms (once an eForm has been approved for use) and stocks will be consumed from existing inventories until depleted. Should a member of the public not have access to a computer or the Internet, a BLM office can be contacted and staff can print a copy for sending to that member of the public.

#### *e-Authentication*

This project, begun in FY 2001, provides the technology for a secure environment to conduct E-Government. While the Quicksilver project is managed by the General Services Administration, BLM has been designated as the lead for the DOI. Among other things, it will provide an easy to use method (smartcards) for:

- logical access (i.e., getting into your PC and applications and allowing secure public access);
- electronic signatures (an important component of implementing GPEA); and
- secure external email (to replace faxes and allow emails to be replacements for paper documents).

Without this environment, it would be impossible to conduct transactions that meet non-repudiation criteria (in other words once a transaction is completed, a user can not deny performing the transaction. This is legally admissible in court.)

#### **Results of Project Implementation**

By implementation of these four projects, BLM will make significant progress in raising our GPEA score out of the red into green. However, this is not the end of the challenge for us. To address the longer term, the BLM's Chief Information Officer will be contracting a study to address the following issues:

- Which additional business functions qualify under the GPEA requirements;
- The estimated additional costs of modifications or enhancements to business processes and their supporting information systems to meet the GPEA requirements;
- For those functions that are determined not to be candidates for meeting the GPEA requirements, a statement as to why they are not considered;
- An action plan for modifying the additional business functions that have been identified; and
- The performance metrics that will be used to ensure successful implementation.